Environment Canada Parks Service
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Fort Langley National Historic Site

SERVICE IMPLEMENTATION STRATEGY

Canada

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FORT LANGLEY NATIONAL HISTORIC SITE
SERVICE IMPLEMENTATION STRATEGY

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FORT LANGLEY NATIONAL HISTORIC SITE

SERVICE IMPLEMENTATION STRATEGY

Canadian Parks Service
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SERVICE IMPLEMENTATION STRATEGY

N.B.: THIS DOCUMENT IS AN ADDENDUM TO THE FLNHS INTEGRATED MEDIA PACKAGE WHICH WAS APPROVED IN JUNE, 1990. IN CERTAIN RESPECTS, THIS STRATEGY PROVIDES NEW DIRECTION TO THAT JUNE 1990 DOCUMENT, DUE TO NEW INFORMATION NOT THEN AVAILABLE.

THIS ADDENDUM MAPS OUT HOW AND WHEN THE DIRECTION IN THE MEDIA PACKAGE IS TO BE IMPLEMENTED. FOR DETAILS OR RATIONALE FOR INTERPRETATION AND VISITOR SERVICES APPROACHES, READERS SHOULD REFER TO THE MEDIA PACKAGE.

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1.0 INTRODUCTION

1.1 BACKGROUND

1) The Park Management Plan was completed and approved in 1985. Since then concerns about some of the direction in it have been raised (e.g., practicality of Co-operating Association paying for construction of new historic zone buildings; operating cost impacts; implications of the new Cultural Resource Management Policy, etc.). Direction is needed to guide the site activities until the Management Plan Review, expected in 1993/94, resolves these issues.

2) The Site has completed a Marketing Strategy (1986) and an Interpretation Concept (1985).

3) In 1988 an integrated Interpretation Media Package was prepared. This document was based on identification of distinct markets and the Marketing Strategy. It included very detailed direction for services to these market segments, and it included schematic drawings for the visitor portion of a proposed new Admin/Ops/VRC. Because this document was based on providing services to distinct markets, it has fulfilled many of the requirements of a service plan. It was approved in 1990 by the Superintendent, Operational CCM's in WRO, and the Director of Operations. The main shortcoming with this document is that it had no clear service priorities and no implementation strategy.

4) Over the past year the region has developed a Regional Strategic Plan and a number of related Task Force reports that provide direction for Cultural Heritage activity. As well, the recently promulgated federal Green Plan has implications for environmental messages at Historic Sites.

1.2 PURPOSE OF THE SERVICE IMPLEMENTATION STRATEGY

1) An outgrowth of the Media Package that provides day to day direction for the delivery of services, reorganizes the park MYOP, and maps out how and when action items will be pursued. This strategy clarifies levels of service, service priorities and action item priorities. It also identifies what courses of action will be required to facilitate implementation of the Western Region's Strategic Plan as it pertains to Fort Langley.

2) To provide a vision for the Site and define experiences to be offered to each market segment. These will guide the Site until Management Plan Review is completed.

3) To update the market segmentation and define services to achieve intended market experiences.

4) To identify issues to be addressed during Management Plan review.

Together the Media Package and the Service Implementation Strategy will be considered the Site's Service Plan and provide direction for the Site until Management Plan Review is completed.

2.0 SITUATION ANALYSIS

The situational analysis for the Fort Langley N.H.S. Service Implementation Strategy consisted of assessing existing planning documents, identifying relevant Strategic Plan direction and identifying and updating Market Profiles. The bulk of this assessment is contained in a background information document.

It includes:

1) Fort Langley Storyline.
2) Fort Langley Interpretation Information Package.
3) Fort Langley Interpretation Concept, December 1985.
4) Fort Langley and St.Roch; Functional Review Reports, 1988.
5) Fort Langley Operational Review; August, 1989.
6) Summary Profiles of initial market segments or Visitor Activity Groups (VAGs).
7) Description of Stakeholders and Valuable Partners.
8) Existing Management and Interpretation Objectives.
9) Service Requirements for Fort Langley Visitor Centre.
10) Fort Langley Statement of Interpretive Themes; 1989.
11) Fort Langley Current Service Offer; 1990.
12) Visitors Perspectives; March, 1990.
13) Update of the Coriolis Marketing Report; April, 1990.
14) Fort Langley Market Analysis and Strategy; November, 1986.
15) Person Year Operations Chart; 1989-1990.
16) Fort Langley Management Plan.
17) Disabled Access Situational Analysis.
18) Integrated Media Package.

2.1 STRATEGIC PLANNING / TASK FORCE REPORT RECOMMENDATIONS

The following Task Force Report recommendations have helped guide the Fort Langley National Historic Site service implementation strategy:

Cultural Heritage Task Force Report:

- increase the profile of cultural heritage;
- assess increased third party involvement in parks & sites
- pay more attention to man-land relationships;
- develop new and innovative ways of presenting history;
- pursue staff exchanges to help stimulate new ideas;
- consult with Natives;
- develop native interpretation programmes;
- ensure cultural resource protection;
- develop programmes for elementary & secondary schools.

Parks and People Task Force Report:

- commitment to service excellence;
- environmental stewardship through heritage education and outreach;
- take charge role and partner in tourism;
- strengthen people skills (tourism, education, partnerships/ business relations, comprehensive hospitality);
- become more outward looking and less insular;
- effective programme for participation and consultation among interested stakeholders;
- demonstrate a sound understanding of visitor needs; must be responsive to changing visitor needs;
- identify and provide distinct visitor experiences;
- match quality services to target markets;
- all staff responsible for service excellence;
- involve public in design of services;
- actively participate with major educational organizations;
- monitoring programme quality ;
- develop quality standards.

2.2 MARKETS

The Integrated Media Package identified potential and target markets for the Site (p.14 to 17). The target markets have been revised to better define the groups and ensure consistency with segmentation in the regional marketing strategy. The revised groups, in order of importance are:

1. Discovery/Learning and Educational Groups
2. Relaxation/Getaway Group
3. Package Group

These groups were priorized for existing services using the following criteria:

- support of the regional strategic plan and Site vision statement;
- degree of impact on heritage and financial resources;
- current size of the market;
- growth potential;
- ability to reach the market.

For details on the ranking see Appendix 2.

The following descriptions provide an overview of each group:

2.2.1 Discovery and Learning Market Segment

Definition:

Persons participating in activities that result in an opportunity for learning, discovery and personal growth. Although these benefits are sought primarily in association with leisure activities, they are also derived from scholarly or professional endeavors. Members of this market segment seek to attain varying levels of understanding of their heritage, and to experience varying degrees of personal exploration and challenge during that search. A portion of this segment achieves these goals without actually traveling to the site.

- this is the largest market segment; 54% of total visits;
- 70% of this segment are visiting for the first time because of word of mouth referral;
- this segment is comprised of 40% non-local Canadians, 30% Americans and 30% International visitors (German, Japanese, British, etc);
- 60% of this segment stay between 1-2 hours, the rest stay 30-60 minutes;
- 27% of this segment are seniors, 8% are between 5-16 years, 44% are adults and 20% are in family groups;
- this segment visits mainly from June to September and on weekends in the shoulder months of May and October.

Key Visitor Needs:

- clear directional information; good orientation to the site; access to site staff and all facilities; awareness of opportunities available at the site (staff in costume, interpretation, demonstration and hands-on programmes, Fort gift shop); varying levels of detail of Site themes and messages; safety and security.

Key Visitor Expectations:

- a learning adventure, a sense of discovery; a warm and friendly welcome; a stimulating introduction to the Site; a fur trade fort complete with buildings, palisades, and people in period costume, performing historic activities (such as blacksmithing, carpentry work, 19th Century cooking methods) and interpreting the history of the site; want to experience the past.

Key Management Concerns:

- lack of awareness that Fort Langley National Historic Site is a part of the Canadian National Park system.

Key Market Trends:

- this group continues to grow larger.

SUB-SEGMENTS:

a) Educational School Groups:

- this sub-segment comprises the third largest market segment with 27% of the total visitation;
- the average group size of this segment is 40-60 youngsters
- average length of stay is 2 hours;
- the main user age group is Grade 5 and to a lesser extent Grade 10, as these grades cover the Fur Trade in the Canadian programme. All age levels visit, from Kindergarten to University; this segment is mainly from the Greater Vancouver District and upper Washington State;
- this segment visits during the "off-season", September through June, Monday to Friday, 10am to 2:30 pm.

Key Visitor Needs:

- safety and security; staging area; good orientation to the site; good student to interpreter ratio; a stimulating learning environment; varying and interactive school programmes; hands-on with collection; a warm, covered place to eat lunch and to problem solve.

Key Visitor Expectations:

- high expectations of Site visit as many school teachers annually return for education programme; energetic, interactive Interpreters to lead a curriculum based tour; good walking surfaces and easy access to all facilities; warm, dry place to eat lunch and to study.

Key Management Concerns:

- bus parking and drop-off zone for school children can be unsafe; programmes are two hours in length and currently have one Interpreter per 15 students - a very labour intensive method; some groups are being turned away; capacity problem; conflict with other Site visitors; no variety in programmes.

Key Market Trends:

- this segment is growing steadily;
- tendency for groups to double up to save transportation costs.

b) Researchers/Professionals

- researchers (professional and student); using Site library and staff to research history papers.
- professional writers and photographers; writing articles for newspapers, local or international magazines.
- this segment comprises less than .025% of total visitation.

2.2.3 Relaxation/Getaway Market Segment:

Definition:

Persons participating in leisure activities that take place in interesting cultural settings, and that tend to be associated with relatively low to medium levels of activity by the participants. Relaxation/Getaway travelers expect a comfortable, relaxing and convenient historic site experience. They are often seeking opportunities to socialize with friends and relatives, and tend to favour low-key, low-adrenelin pursuits. They seek an entertaining and rejuvenating experience, an escape from the day to day world.

- this segment is from Fort Langley's backyard, the Greater Vancouver District and upper Washington State, in which more than 1.8 million people live;
- these are repeat visitors. They know exactly what is at Fort Langley and are returning to see what's new; to see animation and demonstration programmes; to participate in the Children's Hands-On Programme; to show out-of-town visitors and relatives a special place; to visit with Fort staff;
- they visit mainly June through September and on weekends in the shoulder months of April, May, October and November;

- they are the second largest segment group, comprising 31% of the total visitors;
- they stay between 1-2 hours per visit;
- a large percentage of this segment are family groups.

Key Visitor Needs:

- safety and security; up-to-date information on current programming; new and changing programmes but with an element of continuity; access to staff and resources; encouragement to come again.

Key Visitor Expectations:

- beautiful Site; operating introductory slideshow; Interpreters in historic buildings; animation and children's programmes.

Key Management Concerns:

- imbalance in programming throughout year.

Key Market Trends:

- this market segment is growing steadily.

2.2.3 Package Market Segment

Definition:

Persons participating in leisure activities as members of a group. Members of this market segment seek the security and convenience of an organized, structured package visit. They tend to undertake relatively low to medium levels of activity which take place in scenic natural settings or interesting cultural settings. The element of socialization and bonding is key to this group, and they tend to favour low-key, low-adrenelin pursuits. They often seek to be entertained and led through their site experience.

- this segment represents only 7% of total visitation;
- average group size is 40 - 50 adults;
- this segment is 50% Seniors. The other 50% are comprised of either German adults or Japanese adolescents;
- this segment visits mainly June through September;
- 95% of these tour groups arrive without notice;
- average length of visit is 30 to 45 minutes;
- includes commercial boat tours.

Key Visitor Needs:

- planning and organization taken care of; social interaction; trip details taken care of; comfort; want storyline overview only; expectations are generally low as group is unprepared for Site visit.

Key Management Concerns:

- bus parking and drop off area not ideal and can be unsafe; tour operators do not pre-book tours; lack of contact between Site staff and tour operators ; capacity; conflict with other user groups; no current ability to discount and attract this group.

Key Market Trends:

- this market segment is growing steadily.

2.3 TRENDS

The following major trends and their corresponding impacts were identified as influencing the site over the next five to ten years. They were developed in consultation with the Regional Marketing Advisor.

2.3.1 Tourism continues to grow in Vancouver and will be increasingly seen as an economic generator.

Implication for the Site:

- the potential market for the Site will increase;
- there is an opportunity for the Site to be part of a "tourism package";
- Fort Langley NHS will need to decide its role in the tourism sector of Vancouver;

Key Affected Market Segments: Discovery/Learning & Package

2.3.2 There continues to be an influx of new Canadians into the Lower Mainland area. The importance of education for these immigrants will also continue to increase.

Implication for the Site:

- opportunity to portray the history of Canada to new Canadians;
- different language demands;
- programmes will need to meet the needs of these new Canadians if it hopes to attract them;
- cultural values are different and therefore cultural sensitization of staff will be needed;
- outreach programme will have to be developed and expanded to meet these needs;
- this growing market segment will have important implications for the educational programmes at the Site;
- Site will need to develop regular and better feedback mechanisms for market assessments.

Key Affected Market Segments: Relaxation/Getaway; Educational Groups

2.3.3 There will be a continual growth of new tourist attractions in the Lower Mainland. Vancouver will become a "four seasons" attraction. Educational experiences will be an essential aspect of a touring vacation.

Implication to the Site:

- increased competition for visitors' time and money;
- strong competition for tourist dollars will force Site to ensure quality, targeted experiences;
- need to be packaged as part of regional attraction;
- need to become more attractive to touring visitors;
- need to make the experience of Fort Langley unique and different from all other attractions;
- need for variety in programmes;
- need to encourage repeat visitation by offering "seasonal experiences" (i.e. Christmas at Fort Langley) and a dynamic programme;
- growing demand for French language services.

Key Affected Market Segments: Discovery/Learning; Package; Relaxation/Getaway

2.3.4 Regional resident population growth will continue.

Implication to the Site:

- as school enrollment grows, greater demands will be placed on the Site for school tours/programmes;
- need to tailor school tours/programmes to corresponding B.C. school curriculum grade level;
- length of school tours/programmes will need to be shortened or restructured to provide Site access to more school groups;
- a menu of dynamic school programmes will need to be developed to encourage repeat visitation;
- need for the Site to promote itself as an inexpensive, educational, fun, experience;
- need for the Site to also promote itself as belonging to the community; as being "right there" in people's backyards.

Key Affected Market Segments: Relaxation/Getaway; Education Group

2.3.5 Aging population and volunteerism is on the increase.

Implication to the Site:

- more potential volunteers;
- a desire to participate and feel more part of the site and creating a sense of strong ownership;
- greater interest in their heritage.

Key Affected Market Segment: Relaxation/Getaway

2.3.6 People are seeking recreational pursuits and activities that are more participatory in nature, to gain "experiences".

Implication to the Site:

- need for more interactive and involved programmes both for adults and children;
- need for innovative Interpretation programmes;
- need for a strong animation/demonstration programme;
- experiences the visitor can take home;
- need to improve and build on special event days such as "Fur Brigade Days".

Key Affected Market Segments: All groups

2.3.7 More recreational activity within the home.

Implication to the Site:

- need for effective outreach programmes;
- need for the Site to promote itself as an inexpensive, educational, fun, experience;
- need for the Site to also promote itself as belonging to the community, as being "right there" in people's backyards;
- offering a variety of experiences to encourage repeat visitation;

Key Affected Market Segment: Relaxation/Getaway

2.3.8 Greater Interest in things Canadian/Growing Environmental Consciousness.

Implication to the Site:

- school curriculum will need more Canadian content;
- increased use by schools/educational institutions;
- need to make presentation relevant to their needs;
- must be presented in environmental context;
- must become environmental models to help teach others.

Key Affected Market Segments: All groups

2.4 THEMES AND MESSAGES

The Themes and Messages for the site are based upon the historical significance of the site as approved by the HSMB. Detailed interpretive themes and messages can be found in sections 13 and 14 of the Information Package (see background binder) and pages 24-25 of the Media Package.

Environmental/Strategic Planning Messages

The following additional Environmental messages will also be told in order to respond to direction provided by the Green Plan, Regional Strategic Plan and Cultural Heritage Task Force Report;

1. Environmental Sustainability (includes both natural & cultural resources)

2. The Changing Man-Land Relationship:

    a) Transportation routes
    b) Impact of technology (e.g., fishing and forestry)
    c) Air and water quality (e.g., Fort Langley as first source of industrial air pollution on Lower Mainland)
    d) Agriculture (changing land use pattern)
    e) Native versus European use of the land
    f) Settlement patterns
    g) Industrialization (ie goldrush and impact on environment)

3. Canadian Parks System:

    a) As examples of heritage resource stewardship and environmental sustainability
    b) Representation of nationally significant heritage
    c) Completion of the parks and sites system (i.e., natural areas and cultural themes)

Issue:

Social history, native history and the gold rush story represented at the fort is inadequate.

Usable material cultural research in support of potential period activity representation and programming is required. This information exists but is not in a usable format for site staff.

ACTION

Task	Responsibility	Milestone
History/Archaeological/HRC Research:		
Define requirements & initiate request with WRO His./Arch./HRC. (research needs should be phased with construction plans)	CVA/Super	December 1'91

3.0 OVERALL CONCEPT

Experiences and general services to be offered each market segment, as well as the vision for a Site, would normally be identified in the Management Plan. Since FLNHS's Management Plan predates the implementation of VAMP in Western Region, they were only partially done. As such they have been more precisely defined as part of the Service Implementation Strategy to help determine priorities, services and related improvements. These should be reviewed during Management Plan Review.

3.1 VISION

Fort Langley National Historic Site will present the atmosphere, feeling and drama of the fur trade as it existed in the 1850's and will provide an understanding of the fort's place in Canadian history. The Site will be managed as an integral part of the Fort Langley community. It will not be a sole attraction in itself but rather part of a package of regional attractions in the greater Vancouver area. The Site will have a number of partnership arrangements within the tourism industry and supporting associations that are the key elements for its service to visitors.

The heart of the site will be within the palisade walls where all major buildings of the period have been built. These buildings will provide the backdrop for a dynamic, friendly, colourful personal services programme that presents the activities, sounds and smells of a busy fur trade fort.

The fort will be alive with activity where visitors will have a choice of a variety of experiences to participate in each time they visit. Through services which are structured and primarily targeted to the Discovery/Learning and Relaxation/ Getaway markets, visitors will have the opportunity for a rewarding and memorable experience. Word of mouth of the fort will create an image of an interesting, professional and high quality programme. This, in combination with effective advertising will result in capacity use, year round.

Key successful ingredients of the programme will be:

- cultural resources that exemplify the highest protection standards;
- skilled site Interpretive staff working in harmony with a large contingent of skilled volunteers. Together they will be the backbone of a successful interpretation programme;
- regular, high profile, dramatic special events;
- daily scheduled activities;
- a school programme that is integrated with the educational curriculum and that focuses on Site themes. The programme will be booked a year in advance.

Broad Visitor Use Objectives are:

Increase real growth by 2% per year to match improvements in services and facilities.

Maintain growth of visitation equal to general population growth of the Lower Mainland.

These objectives will be achieved by:

-- maintaining market share through service and facility improvements.

3.2 EXPERIENCES AND BROAD SERVICE REQUIREMENTS

Visitors identify a Site experience as satisfactory when their expectations for the visit are met or exceeded. It becomes critical, therefore, for Site staff to accurately communicate to potential visitors the types of experiences they can expect prior to visiting the Site. Before this can be done, the Site must define what it sees as the intended Site experiences. These in turn form the foundation for determining service requirements and what opportunities, services and facilities to provide.

All visitors will have:

- the opportunity to obtain accurate information on Site opportunities prior to their visit;
- facilities that create a sense of arrival and welcome;
- a warm greeting and friendly/helpful interactions with all staff;
- opportunities to purchase theme related souvenirs.

Education Group:

Experience:

- a higher level of insight with each visit through dynamic, evolving programming;
- highly participatory and sensory experience, learning by doing where teachers play an active role;
- a series of short activities, each building upon the other;
- learning begins in the classroom; the Site visit providing the first hand look at the resources, a whetting of their interest; with detailed learning back in the classroom;
- programmes that are integrated with the school curriculum and where students are made to feel important.

Service Requirements:

- booking system;
- prearrival (in school) programme where teachers and students are prepared for their Site visit;
- Site activities that are related to group size;
- ongoing coordination with school board to develop, refine and maintain the programme. Initially need to show the school board what the Site can offer;
- upon arrival need time/space to calm students down and prepare them for the historic zone (a 5 minute AV);
- follow up, in school programme;
- a multi-activity room (lunch storage/room, props, work area, slide shows, etc).

Discovery Group:

Experience:

- a higher level of insight through unstructured services that present the themes in various levels of detail;
- a learning adventure that is safe and secure;
- opportunities to participate in a range of dynamic programming;
- strong visual, sensory impact (seeing activities, historic structures, the Site must feel alive);
- opportunity for in-depth study;
- opportunities to rest and relax.

Service Requirements:

- access to Site collections;
- non personal media important for this group;
- contemporary personal approaches needed (ie Green Plan messages);
- personal services offered within the historic zone need to be high quality. Staff need to be knowledgeable and skilled;
- historically evocative structures;
- "things" need to be happening all the time (people activity, animals, a cooking fire burning, etc.);
- all programmes must be theme and message based;
- a picnic/recreation area.

Relaxation/Getaway Group:

Experience:

- something new each time but with dependable core services;
- awareness of changing programs and special events;
- nurturing of opportunities for involvement;
- heightened level of understanding with each visit;
- participatory family activities at set convenient times;
- to be treated like personal friends.

Service Requirements:

- regularly scheduled special events, coordinated with local community events, throughout the year;
- active dialogue with this group;
- a fairly precise schedule of daily activities recognizing seasonal variations (newspaper articles, cable TV);
- seasonal activities, e.g., planting season, salmon run, harvesting, etc.;
- develop a mailing list of these special friends.

Package Group:

Experience:

- short dynamic introduction of the Site and overview of the story that encourages them to want to visit the historic zone;
- a quick, self-guided tour through the Site that highlights the best features/services with some elements of self discovery;
- places to rest, relax and activities that reflect their need for social interaction with their companions;
- a strong sense of safety and security;
- opportunities to share stories/their experiences with Site staff.

Service Requirements:

- a quick, personal, dynamic, costumed introduction/ orientation;
- an intermediate length slide show;
- an orientation to Site highlights, self guiding, historic flavour;
- clean, safe, accessible washrooms;
- convenient drop off to the Site.

4.0 SERVICE STRATEGY

Introduction:

The purpose of this section is to:

- identify **objectives** for the delivery and management of services. (The majority of these objectives were identified in the Media package, page 11.)

- identify **service priorities.** Where appropriate, service priorities identify the relative importance of individual services and facilities. These priorities will be used to help focus services to the public, guide maintenance, development, service deletions and day to day management decisions. Service priorities were not identified where all proposed services are considered essential. For ranking of services see Appendix 2.

- identify what **Levels of Services** the park can realistically achieve. These represent the basic services required to satisfy visitor needs and Site objectives. Anything below this level is considered a shortfall, anything above is an enhancement. Throughout the rest of this document the following codes represent the status of the level of service:

  [P] = the level of service is provided
  [PP] = partially provided
  [NP] = not provided

- identify **Issues.** Issues represent shortfalls in achieving the desired level of service to an appropriate standard.

- identify **Action Items** required to resolve issues and ensure levels of service are being achieved.

- identify **Strategies** that guide the delivery of services and facilities.

4.1 COMMUNICATION SERVICES

Objective:

To provide each market segment with a comprehensive integrated communication package that facilitates a positive site experience at each stage of the trip cycle.

4.1.1. AWARENESS & PROMOTIONS:
(see page 11 and 114 of the Media Package)

Objective:

To create awareness of Fort Langley, its role and the types of opportunities/experiences the Site and area offers for potential visitors from BC Lower Mainland and upper Washington State.

Strategy:

- maintain the current level of aided awareness (71%) of the target population;
- improve the marketing image of the site relative to other major attractions in the region;
- awareness of current/upgraded services and facilities will be focused on priority market segments: Discovery/Learning Group, Educational Group and the Relaxation/Getaway Group.

Service Priority:

High - Awareness brochure
- FAM tours
- Professional Day

Medium - Teacher Newsletter
- Articles in Publications
- Traveling Exhibit

Low - Clientele Newsletter

Level of Service:

Awareness brochures in all major regional tourism outlets. **[PP]**

Annual FAM tours for travel counselors and "attraction" staff. **[PP]**

Participate in professional development day for teachers (one district per year). **[NP]**

Newsletter to relevant teachers (2 times per year). **[PP]**

Quarterly newsletter of park events and activities to local clientele. **[NP]**

Articles and listings in travel, leisure publications and newspapers. **[PP]**

One unstaffed traveling exhibit/display to be sent to major attractions and events. **[NP]**

Issues:

Current awareness brochure needs to be updated to identify site experiences and opportunities.

Need to coordinate FAM tours with other attractions. No specific programme.

Approach for utilizing professional day needs to be developed in conjunction with school programme strategy.

No mailing list of relevant teachers.

Need training for in-house desk top publication (design, writing).

Need mailing list of local clientele.

Cost and time to do newsletters.

No list of publications and other media opportunities, and their requirements.

No traveling exhibit at present.

ACTION

Task	Responsibility	Milestone
Redesign Awareness Brochure:	**Supt.**	**93/94**
-Coordinate with partners; print; distribute. -pursue this as a revenue sharing project with the Chamber of Commerce.		
Coordinate the Development of FAM Tours:	**CVA**	
- liaise with the Chamber of Commerce to develop interest and specific programme - target front line level staff at major tourist attractions and visitor info centres		
Implement Professional Teacher Development Day and Teacher's Newsletter:	**EC**	
- strategy for these to be developed after Education Coordinator position established and school programme strategy developed.		

Develop Relaxation/Getaway Market Segment Membership Package: **VC**

- develop package through a partner which offers an annual Site pass and other benefits. (family membership package could include such things as a quarterly newspaper, discount price in gift shop, special programmes, etc.)

Maximize Use of Free Media Exposure: **CVA**

- (many opportunities exist for free media exposure);
- inventory and determine their requirements
- establish timetable for submissions; prepare, update and submit.

Develop a Traveling Exhibit: **CVA/WRO Interp**

- identify venues for exhibit
- develop project brief; prepare PIP; design and implement.

Establish Mailing List & Advertisements: **CVA** **Ongoing**

- establish and maintain mailing list of local clientele. Regularly send them updates of schedules and invite to special events. Regularly use local papers/bulletin boards to advertise schedule.

4.1.1.2 EXTENSION
(page 115 in the Media Package)

Although the Media Package identifies a number of media approaches, the Site will not actively pursue extension initiatives until Site services are improved as outlined in this document, except the school programme.

4.1.2. PRETRIP
(page 20 in the Media Package)

Objective:

To provide interested individuals from market segments with accurate information on the opportunities, services, and facilities available at FLNHS and in the local area in order to:

a) facilitate the visitor's trip planning before their arrival in the site.
b) reinforce/create realistic expectations for their site experience.
c) help them find their way to FLNHS.

Service Priorities:

High:	Inquiry responses	Low:	800 phone number
	Pretrip packages		Phone services

Level of Service:

All trip planning inquiries will be responded to within 5 days. Each response will be personalized answering the specific questions. **[PP]**

An 800 information number with Langley included. **[NP]**

A 24 hour phone. Recorded messages on hours of operation and fees during non operating hours; callers will be able to leave message. Telephone operator answering calls 10:00 to 4:30 pm fall/winter; 10:00 to 6pm summer season. **[P]**

Up to date pretrip information packages, for staff at each tourism information outlet and stakeholders in the Lower Mainland area. **[NP]**

A Pretrip package for educational market, will be sent upon expressing interest in a site visit. **[PP]**

Issues:

Time it takes to prepare responses and responsibility.

Need to overcome the perception that Langley is a long way from Vancouver.

Quality of information given out by others.

Pre-trip packages do not exist and there is no distribution list.

800 number does not exist for Langley area tourism, however, there may be a possibility of developing an agreement with B.C. Tourism to share their 800 number service.

Strategy:

Pretrip package will be in binder form that allows easy update of selected sections. It will include:
- map of how to get to the site
- fees and hours operation
- it will be accessible
- description of site experiences and opportunities (photos & text)
- description of local services
- schedule of site activities
- how to get further information
- site and Chamber of Commerce phone numbers
- site address
- restrictions
- environmental advocacy messages
- system message
- other information that exists and how to get it

(Note: School pretrip package will be specialised and selectively mailed).

ACTION

Task	Responsibility	Milestone
Purchase DOTs Terminals:	**CFA**	92/93
- Put DOTs terminals in information/ reception area, & in the visitor activities offices. - Provide DOTs training.		
Develop Pretrip Packages & DOTs Library:	CVA/EC	92/93
- Develop DOTs library of responses & pretrip packages. Responses can then be quickly adjusted to respond to inquiries. - information staff will coordinate written request responses - inventory tourism outlets and appropriate stake holders - distribute pretrip packages to each outlet. - update annually		
Encourage the Development of a Regional 800 Number:	Supt.	

4.1.3 ENROUTE
(page 86 in the Media package)

Objective:

To ensure all travelers to Fort Langley National Historic Site are able to obtain accurate information in order to help them find their way to the Site.

Service Priorities:

High - directional signage
Medium - location information at regional information centres;
- third party maps.

Level of Service:

- advance highway signs (Fort Langley NHS 20 KM), on the 1A, TCH Lougheed and Highway 10; east and west of the site [PP]
- Advance highway signs at US Border. [NP]
- TCH exit signs 2KM before Fort Langley exit. [P]
- Signs indicating direction to NHS and beaver logo signs, at all major decision points on the 1A, Lougheed and Highway 10. [P]
- sign within 100 meters of Mavis Ave that indicates " FLNHS turn right 100m "; Signs on ferry approach indicating turn left on to Mavis Ave. [NP]
- sign at Y junction on Mavis indicating direction to Site [PP]
- pretrip packages in all regional information centres and outlets [NP]
- site is clearly identified on provincial and greater Vancouver area maps. [P]

Issues:

Provincial Highways Department has prevented Site from putting up all desired advance notice signs.

Sign at Y junction is misleading.

Pre-trip packages not available.

ACTION

Task	Responsibility	Milestone
Develop & Implement Sign Plan:	**GWM/CVA/WRO**	**92/93**
- Develop comprehensive sign plan.		
- Pre-test with a person not familiar with the area.		
- Approach province and community locally, follow with official request from RDG if necessary. (Could include requirements from other parks in BC.)		
Change orientation of arrow sign at "Y" junction.	**GWM**	**91/92**
Develop Pretrip Packages (see Pretrip)	**CVA**	**92/93**

4.1.4 ARRIVAL
(page 31 in the Media Package)

Objectives:

To create a sense of welcome and arrival.

To inform and orient all visitors of on-site activities so they can easily locate and knowledgeably choose from a range activities.

To reinforce that visitors are in a National Historic Site.

Levels of Service:

Site Entrance Parking Lot/to entrance of VRC:

- site identification sign/welcoming sign **[PP]**
- directional signage **[P]**
- hours of operation; open/closed sign **[PP]**
- fee schedule/orientation to the site **[PP]**
- entrance kiosk directional signs **[NP]**

VRC Entrance Area:

- personal welcome and fee collection **[P]**
- immediate orientation...washrooms/AV/exhibit hall/ saleshop/historic zone, etc. **[PP]**
- posted and hand out, schedule of highlights for each day **[NP]**
- hand out self guiding brochure **[NP]**

Personal Services and Hours of Operation of Reception:

- 10 am - 4:30 pm Labour Day to June 1 and from June 1 to Labour Day, 10am - 6pm. Closed Christmas Day, Labour Day and New Years Day and a one week period for conservation maintenance.

Strategy:

Design all new signs and remove all the old ones.

Everything is simple, clear, not over done and logical from visitors point of view. Involve someone not familiar with the site to help with design.

Issues:

Poor sense of welcome, poor visual impact, poor circulation and visitor flow, poor orientation.

Hours of operations and open/closed signs not clearly visible.

Schedule not available, nor is the SG brochure.

Some visitors enter palisades without going through reception area.

ACTION

Task	Responsibility	Milestone
Install "Entrance" Signs in Parking Area:	**GWM**	
Improve Arrival Signage & Orientation:	**CVA/GWM**	
Relocate hours of operation sign, and add open/closed message to a place where visitors are more likely to see it. To include "Welcome to Ft Langley".		

Produce Orientation Brochure: **CVA/WRO Interp**
(see Site Interp. section)

New Admin/OPS/VRC Arrival Signage: **CVA/WRO**

To be reviewed as part of overall site planning in connection with new concept for provision of visitor services and administrative functions at the site.

4.1.5 SITE INTERPRETATION

Objectives:

To provide thematically based, comprehensive, stimulating, educational, innovative personal and non personal service programmes which are developed and directed towards specific market segments.

To ensure that the interpretation programmes contribute to the long-term preservation and conservation of the Site;

To develop programmes which contribute to the integration of Fort Langley NHS into the tourism industry;

To promote involvement in Site activities and programmes by interested individuals through a joint management approach utilizing volunteers, the cooperating association and cooperative agreements.

Levels of Service (Apply to personal & non personal)

All interpretation will be thematically and message based. **[PP]**

All themes will be represented at the Site. **[PP]**

All visitors will be provided the key idea that FLNHS is the "Birthplace of B.C." **[PP]**

Environmental messages will be woven into site programmes where practical. **[PP]**

All visitors will be aware that FLNHS is part of the National Park System which protects natural and cultural resources. **[PP]**

4.1.5.1 PERSONAL INTERPRETATION
(pages 95-103 in the Media Package)

Service Priorities:

High:
- costumed demonstration
- visitor participation programmes
- historical pageants/reenactments
- stationed costumed Interpreters
- special events
- education programmes
- costumed activities

Medium:
- street theatre
- role playing
- badge programmes
- teacher workshops

Low:
- guided tours for Package group
- temporary summer encampment

Levels of Service:

Stationed Costumed Interpreters/Interpretive Tours:

At least two people in each building during all operating hours for July & August; one person in each major furnished building the remainder of the year as use levels warrant. **[PP]**

When use levels are low, guided tours will be offered every hour. This will be integrated with the slide show. **[PP]**

Costumed Demonstrations:

Coopering and Carpentry will take place during all operating hours. **[PP]**

Blacksmithing will take place during all operating hours, weather permitting. **[PP]**

A variety of different costumed demonstrations will be scheduled twice per day during peak season and during Oct 16 to May 15 once per day on weekends, weather permitting (i.e., demonstrations will reflect the changing seasonal nature that historically would have taken place like gardening, planting and harvesting in the garden, pit sawing, fur baling, etc.) **[PP]**

Costumed Activities:

From May 15 to Oct 15 and on weekends, a variety of activities will take place during all operating hours. For the rest of the year at least two activities will be done on an ongoing basis, one inside the historic buildings and one outside, weather permitting. [PP]

Some examples are garden work, fire in the fort centre, splitting wood, women's handwork, journal writing, music, minor building maintenance, grass cutting, cleaning of buildings and so on.

Special Events:

There will be a minimum of 10 annual special events balanced throughout the year. Emphasis will be placed on scheduling events during the off season. [PP]

Reenactments:

Douglas Day and Fur Brigade Days will be presented each year. [P]

Visitor Participation Programmes:

Two scheduled activities per day during May 15 to Oct 15; and one each weekend day throughout the rest of the year (will be done during non peak times so that individuals can participate longer) [PP]

Role playing:

One per day May 15 to Oct 15 on a scheduled basis; one on Sundays for the rest of the year. [NP]

Badge Programme:

Two per month, on Saturdays, from Oct 15 to April 1, offered in non peak times. [PP]

Street Theatre:

Every day, July and August. [NP]

Education Programmes:

There will be a variety of topics and approaches for each programme. The Site will handle four groups a day, four days per week from Oct 1 to May 15; group sizes to be adjusted upwards, with an objective to handle normal "bus load" sizes. [PP]

Safety:

All programmes will be carried out with visitor safety as a fundamental requirement. [P]

Strategy:

Although the levels of service outline a core programme of services these should not be considered the only things that should be pursued. New programmes, ideas, approaches are encouraged where they are consistent with the vision, intended experiences, objectives and priorities and targeted to the market segments.

Because the Fort was a multicultural place, Native interpreters communicating and demonstrating their story will be encouraged in demonstrations, activities, reenactments, role playing and street theatre. Priority will be placed on the Site to research and develop an much more balanced interpretation of the Native culture themes present during the fort's occupation.

CPS interpretive staff will continue to play the major role in costumed interpretation delivery. Technical skills will be refined and energies dedicated to the most demanding methods of personal interpretation. However, because p.y.'s are limited, an active volunteer programme and/or other third party approach will be initiated in order to achieve all levels of service and the intended experiences.

Third parties will be integrated into the interpretive personal services programmes wherever their skills can be effectively utilized. It is envisioned that a series of involvement levels will be established. Level I would be an introductory level where basic skills, knowledge and training would be required. Level II would be more advanced where demonstrated skills and training were more sophisticated. As a volunteer moved through the various levels she/he could begin to take on more demanding interpretive approaches. Third party groups with existing dramatic skills, for example, would require training in historical activity, but it is anticipated that they would be more immediately prepared to quickly deliver dramatic reenactments, street theatre vignettes, etc.

Existing personal services staff, in addition to their regular programming duties, would be involved in training, orienting and coaching volunteers and other third parties. Before embarking on this programme Site staff should

investigate how other organizations have effectively managed major programmes as described. As volunteer programme becomes established, existing interpreters would be utilized in the most demanding methods of interpretation. Standards for volunteers will be developed, and appropriate TOR for other third party agreements will be in place.

Special Events:

Special events will be a balance of historical and contemporary activities. Volunteers and partners will take on an increasing role in these events. CPS will continue to plan and coordinate.

Badge Programme:

Badge programme will be designed to respond to Green Plan priorities. CPS to coordinate and monitor quality. Programme to be delivered by volunteer/group leaders. CPS to develop its own badge and criteria for award.

Street Theatre:

Street Theatre to be provided by trained actors through a contract or third party partner. There is potential to adjust fee structure for the days street theatre is offered and also to obtain funding as a revenue sharing project. Street Theatre replaces Animation as identified in the Media Package because of lack of sufficient information and of high associated costs.

Educational Programmes:

Educational programmes will have controls and guidelines for teachers (e.g., student/teacher ratio; arrival and departure timelines; etc.) Priority will be for grade 5 & 10 students. Specific programmes will be designed for each level and different group size. Language related French immersion schools will be encouraged to come during La Fete. Pretrip and follow up in the classroom are key components of the trip. Teachers will have an opportunity to book the educational resource room. Programmes will involve students doing things as much as possible. Teachers workshops will be a fundamental part of the education programme.

Through ongoing consultation with the school boards, the programme will be based upon effectively serving the school system.

Issues:

Significant time and expertise required to implement volunteer programme, special events and educational services as outlined in levels of service and strategy.

Capability to delivery levels of service and shortfall in O & M services to provide for specialized services such as street theatre.

Perceptions about the potential loss of quality with volunteers and partners.

Need to keep the community informed of changes in personal services presentation programme.

Costumed demonstrations and activities are not always theme related nor is proper equipment always available. Some kinds of activities lack vibrancy.

Lack of integrated schedule of activities. Need theme and message integration as well. Each event or activity needs to be contributing to the themes as a whole. Lack of orchestration.

Need to balance out the themes on special event days, to improve the orchestration and coordination, to improve the historical accuracy and presentation and to increase the numbers.

Need to improve the promotions of the special event days and coordination of community and Site events.

The Native story is not told at the Site.

Ad hocness of visitor participation at present.

Role playing and street theatre not done at present.

Need to weave the environmental messages into park programmes.

ACTION

Task	Responsibility	Milestone
Establish Special Events/ Volunteer Coordinator:	**Supt.**	92/3
- Create a full-time position to coordinate Special Events & Third Party Activities		
- Assign this person to recruit, train volunteers and to plan the special events programme & to develop standards. A key initial step will be to research how other organizations manage large volunteer programmes.		
Establish Educational Coordinator:	**Supt.**	92/3
- Create a full time Educational Coordinator to establish contacts with school, design, pretest and implement school programmes and teachers workshops.		
- prepare PAS & Staff		
Develop Street Theatre:	**CVA**	92/3
- investigate other historic sites using street theatre		
- develop a product description		
- seek interested third party		
- prepare terms of reference		
- solicit proposals		
- develop specific research requirements		
- develop contract agreement		
- investigate possible Native street theatre		
- initiate funding to support this new initiative	**Supt.**	
Develop Staff & Volunteer Training Programme:	**CVA/Vol. Co-or.**	
- Develop and implement a phased training strategy for volunteers and site staff that addresses the presentation of themes and environmental messages as well as individual roles within this new programme.		

Implement Role Playing Vignettes: **CVA**

Develop outlines and guidelines for role playing. Identify any research requirements (if any) and prepare scripts.

Revise Interpreter PAS: **CVA** 92/3

Revise Interpreter PAS to reflect change to duties (role playing, activities, etc.)

Redistribute P.Y.'s to New Personal Services Activities: **Supt./CVA**

As volunteer programme becomes established expand programme to include more costumed demos, activities and role playing, school programmes and public activities.(see recommendations - Organizational Review)

Develop Offseason Guided Tour Schedule: **CVA**

- Advertise service offer; needs to be coordinated with school programme.

Environmental Message Training for Staff: **CVA**

Staff will receive training re: environmental issues so that these messages can be communicated to the visitors.

4.1.5.2. NON PERSONAL INTERPRETATION
(pages 84-92 in the Media Package)

Service Priorities :

Year One:

Build Cooperage
Develop AV programmes
Historical/Archaeological Research
Immediate Costuming Needs & Long Term Interp
Demonstration Equipment Strategy
Develop Contemporary User Requirements for Fort Buildings

Year Two:

Move into Cooperage
Construction Changes and Furnishings for Servant's Quarters
Implement Long Term Costuming and Demonstration Strategy
Develop Street Theatre
Develop Model
Interp Display Concept Development

For Management Plan Review:

Waterfront Development and Bridge
Agriculture Development

Levels of Service:

Publications:

Self guiding brochure will be available for all site visitors at all times. **[NP]**

Audio-Visual Program/Theatre:

- 5 minute AV for Educational group available at all times. **[NP]**
- 10 minute AV for Package group available at all times. **[NP]**
- 20 minute AV for Discovery Group available on demand in non peak times. **[NP]**

Exhibit Room:

- Available to all visitors at all times. **[NP]**

Model:

- Available at all times to all visitors. **[NP]**

Historic Buildings/Structures:

- Big house, Storehouse, Smithy, Bastions, Palisades [P]
- Servants quarters [PP]
- Cooperage, Retail Store, Kitchen, Privies [NP]

Agricultural Zone:

- Shed, fencing, animal pens, oxen, pigs, cattle, horses, chickens, sheep, crops. [NP]

Outside Displays:

- Displays at the waterfront, pedestrian overpass, on the trail. [NP]

Waterfront Zone:

- Wharf, bateau, salmon curing racks, boat shelter, dug out canoe.[NP]

Strategy:

Orientation Brochure: newspaper style, historical feel, i.e., 1850's look, site orientation, identifies key buildings with snap shot description of each and their role, should be easy to read, minimum text, accessible and recyclable.

AV: succinct video, not multi media. Five minute show should be quick overview of the site story and an introduction to the Site experience for Educational Group.

The ten minute AV is intended for the Package Groups that may not have the time or the energy to visit within the historic zone. It provides a story overview, tells what is in each building, provides a "snapshot" choice for visitors to better utilize their limited time and is an enticement to visit the historic zone.

The twenty minute AV should be self activated. It should get into details of themes that are not easily seen on Site including the Site in context of Pacific North West fur trade history. It should be dynamic and involve drama. It is targeted to the Discovery/Learning Group. The three videos should be produced at the same time for efficiency. Video production can proceed independent of VRC development. Focus groups should be used to aid in design.

Exhibits: To deal with themes and messages that are not well presented in the historic zone. It will focus on man/land relationships of the Natives and the Europeans; and overall context. It should be interactive and high quality.

- Artifacts should be on display. Flexibility is needed for changing displays. Displays need to be simple and vary in level of detail, remembering that the display is only a part of the overall site experience.

- The facility primes visitors for the historic zone experience or summarizes the story upon departure. It will be primarily designed for the Discovery Group recognizing the visitors from all groups will utilize the displays to some extent.

- Scale and size will be less than identified in the Media Package, with precise requirements to be developed.

- Native presentation should not duplicate what is in the local museum, rather it should focus on the effects of the Native/European contact and how they changed each others lives.

- Focus groups will be used during design, to ensure effective media are developed.

Model: A scale model, to give visitors a sense of what the fort looked like in its prime. It will be table size, showing the farm, the rivers and Native sites in relation to the fort. It could depict a specific point in time/event (e.g., brigade arrival). It should be simple, with no moving pieces and captions only. It should be self explanatory. It can be built now and put in the existing reception facility. It can then be incorporated into the Exhibit Room in the VRC.

Agricultural Zone: While the provision of an agricultural zone has been identified for re-examination as part of the Management Plan Review, a modest representation of the farm could be studied. This would establish a clear link between agriculture and the fort in terms of provisioning for the interior posts. It should link to Native themes, as Natives performed a large share of the agricultural work.

Waterfront Zone: Again, this aspect of the previous plans for the fort will be reviewed as part of the 1993/94 Mgt Plan Review. If developed, this area will focus on Native, fishing, and transportation themes. It will be low key, contemporary presentations not conflicting with the historic feeling. Design must respect periodic flooding problems and lack of security. Encourage local paddle boat operator to utilize wharf as long as historic feeling can be retained.

Furnishing Plans: these will be developed through a team approach including historical research, historic resource conservation and the site's interpretive staff. Furnished areas must consider the use of these areas by visitors - i.e., touchable, interactive, programming requirements, etc. as well as resource protection objectives. Reproductions should be developed with visitor/staff handling in mind. Native goods such as baskets, implements and clothing should be considered when furnishing the Site, as most of the women at Fort Langley were Native. Focus groups to provide imput into furnishing plans.

When new buildings are developed and furnished they will be designed with natural barriers; a balance of full protection and areas where visitors can interact will be pursued.

Issues:

Agricultural area is in a residential zone.

Building/facility budgets often erode the communications budget.

Site and regional officers to review space requirements for didactic exhibits, in relation to new approaches for site development.

No waterfront services. Project is tied to community plans and there is potential for outside funding for pedestrian overpass but designs first before this can be pursued.

Boat operator may be willing to contribute funds for wharf but CPS would need to ensure that this operation contributes to the historic atmosphere we are trying to create.

Fishing activities currently taking place may impact upon waterfront area when developed.

Most non personal media is not currently being provided.

Opportunity exists to interpret the archaeological site and perhaps to partner with other institutions.

FLNHS owns the "Helmer" collection, which includes a large number of Native artifacts. These could be included in the didactic exhibits.

ACTION

Task	Responsibility	Milestone
Produce Orientation Brochure:	**CVA/WRO**	**92/93**
This brochure will be redesigned to meet strategy.		
Develop AV:	**CVA/WRO**	**92/93**
Prepare project brief, develop and submit 1 PIP for all three AV programmes. Concepts to be developed as part of requests for contract proposals. Implementation can proceed prior to other interpretive development.		
Develop Model:	**CVA/WRO**	**92/93**
Prepare concept and carry out research and design in year one; contract for model fabrication in year two.		
Build and Furnish Cooperage:	**A&E/FL/HRC**	**92/93**
Proceed with design and construction of Cooperage.		
Convert and Furnish Servants Building.	**WRO/HRC**	**93/94**
Construct and Furnish Trade Store.	**A&E/HRC**	**93/94 (?)**
Construct Privies.	**GWM**	
Construct and Furnish Kitchen.	**A&E/HRC**	

* At the SIS meetings in October 1991, it was determined that the previously contemplated historic kitchen would not be developed - but that the continuing need for contemporary kitchen facilities would be addressed in the user requirements for administration and staff facilities. Some consideration is to be given to showing historic kitchen facilities in the Servants' Quarters project, for implementation in 1993/4.

4.1.6 DEPARTURE & POST VISIT:
(page 85 in the Media Package)

Objectives:

To provide orientation to local and regional opportunities and other CPS opportunities and locations for learning more.

To provide the opportunity to acquire souvenirs and educational materials related to Site themes and environmental messages.

To encourage visitors to contribute to special Site initiatives and to become more involved with the Site.

To provide the opportunity to comment on their site experience. (see feedback).

To ensure a positive impression when visitors leave the Site.

Levels of Service:

Pamphlet rack to display other services and attractions in the area (these are produced by others). **[PP]**

Knowledgeable information staff (reception staff; see arrival). **[P]**

Gift store with appropriate theme related souvenirs that match Site operating hours. **[PP]**

Donation Box. **[NP]**

Special event and site involvement invitation display. **[NP]**

Application forms for volunteers, Cooperating Association etc. **[NP]**

A display map of the area and CPS Sites and parks. **[PP]**

Issues:

Not enough space in existing reception/departure area.

Disjointed operations; the store is in a separate building.

Store building inadequate in poor weather; no heat; not enough business to keep store open to match Site hours.

Many visitors do not know that the store exists.

Donation box, special events display & application forms not provided.

Current map of area is too small and has a temporary feel.

Strategy:

Develop an interim design for the entrance/departure kiosk that addresses arrival/departure needs. To be simple and low cost. To serve the Site until the new VRC is built.

ACTION

Task	Responsibility	Milestone
Develop Kiosk Displays:	**SEC/WRO**	
Develop special events/ opportunities for involvement display. (needs to be changeable)		
Develop Donation Box:	**CVA**	
Develop Area Map: (see also arrival)	**CVA/WRO**	
Develop Involvement Application Form:	**VEC**	
Incorporate above requirements fort buildings user requirements.		

4.2 RECREATIONAL SERVICES

Objective:

To provide picnic and rest area opportunities for families, seniors and educational groups.

Level of Service:

25 picnic tables. **[P]**

4.3 VISITOR AND PROGRAMME SUPPORT SERVICES

Objectives:

To provide a range of appropriate support services which satisfy the basic needs of all market segments and which facilitate a positive Site experience.

To develop and maintain a comprehensive collection of reference materials in order to facilitate effective communication programmes.

To ensure Site operations are managed in an environmentally sensitive manner.

Levels of Service:

Washrooms and water fountains in the modern zone. **[P]**

Site will be closed for one week period during the year to allow for maintenance and conservation, and programme planning by interpreters. **[P]**

A comprehensive collection of photographic, video, periodical, props, artifacts, costumes, reproductions and book reproductions and book references will be maintained for Interpretive use. To be accessed by special permission to others. **[PP]**

Infant change tables in both washrooms and in new facilities, a separate handicapped washroom will be provided. **[NP]**

One outside telephone near reception area with posted emergency phone numbers. **[PP]**

Rest areas will be provided at appropriate locations. **[PP]**

Accessible first aid and fire equipment. Trained staff in basic first aid (CPR) on site during public hours. **[PP]**

Parking for 175 private automobiles, 10 RV's, 4 buses and 2 bicycle racks to accommodate 30 bicycles. **[PP]**

Multi-purpose space for educational groups, for volunteers on special event days, staff meetings, storage for props etc. **[NP]**

Environmentally sensitive products and services will be used/offered to the greatest extent possible. **[PP]**

Issues:

Inability to provide a multi-purpose resource space (school programming, staff meetings, etc.) for educational users.

Need more costumes and therefore maintenance requirements for storage space will be increased.

Drycleaning not environmentally sensitive.

Inadequate CPR coverage.

Change tables not provided.

Parking not designed to handle modern needs and current design may not be amenable to changes required.

Need an accessible outdoor water fountain.

Inadequate or non existent work and storage space to support volunteer, Co-op, education programme, personal services programme and support activities as outlined.

Proposed additional Site services will increase time and labour demands on both General Works, Res.Con. & Admin.

Increase demand on O & M resources due to new Site programmes.

Uncertainty as to which products/practices are environmentally acceptable.

ACTION

Task	Responsibility	Milestone
Develop Fort Buildings User Requirements	**FL/A&ES**	**1992/93**
Develop Modern Zone User Requirements - to address CRM Policy with new approach developed at SIS meetings in October 1991 - to address space shortages & service level deficiencies. - to address parking requirements - to include provision of water fountain; in the meantime continue to allow visitors to utilize tap in historic zone & encourage Co-op to sell fruit juices.		

Develop Immediate & Long Term Costuming & Interpretation Demonstration Strategy:	**FL/HRC**	**1991/2**

- to include long term replacement of existing supplies;
- new costumes to be phased in with expanding personal service programme;
- to identify research requirements;
- to include environmentally friendly care requirements.

Improve First Aid Coverage:	Safety Com.	**1991/92**

- Designate 6 staff to have CPR training;
- work schedule to ensure at least one trained person is on staff during operating hours;
- to be updated each year.

Purchase & Install Portable Change Tables.	GWM

Close Site for Maintenance & Staff Programme Development: **SUPT/WRO**

- one week per year, or other method, which will minimize the impact on visitor. Not to be Christmas week.

Environmental Products: **HRC**

Park environmental rep to consult with regional Green Team to identify environmentally friendly products and practices and coordinate implementation.

4.4 MAINTAINING THE HISTORICAL ATMOSPHERE

Objective:

Where practical all maintenance work within the historic zone will be structured to support the historic atmosphere for visitors.

To mitigate where possible, current intrusions which include:
- whitewashing
- special event preparation and clean up
- new building projects
- emergency repairs
- watering the garden or water barrels
- routine maintenance
- some Interpretation programme props
- Interpreters study materials
- lighting in buildings
- barriers (roped off areas)

Media package proposals; page 22

- where feasible and historically appropriate, staff in period costume using period tools to carry out their work within the historic zone
- screen out as much as possible modern intrusions
- where possible, modern maintenance to be done outside park operating hours
- signs and labels a no no
- where possible, take down the barriers

ACTION:

Task	Responsibility	Milestone
Acquire Props:	**CVA/HRC**	
Acquire appropriate props for Interp programmes; existing inappropriate props will be phased out; new programmes to be introduced with appropriate props.		
Lighting Adjustments:	**CVA/GWM**	
Adjustments will be made to lighting to provide a proper balance of public safety and historic accuracy. (Keeping in mind subtle changes will not be noticed by most visitors).		

4.5 SERVICES FOR DISABLED PERSONS

Objective:

Fort Langley National Historic Site will provide those individuals with mobility, hearing or visual impairments with an experience of the site's key heritage themes and a cross-section of its recreational/educational opportunities through a set of integrated, accessible packages of services and facilities.

REFER TO ACCESS PLAN.

NOTE: ALL NEW MODERN FACILITIES MUST BE FULLY ACCESSIBLE. NEW HISTORIC ZONE STRUCTURES NEED TO CAREFULLY CONSIDER HOW ACCESS CAN BE ACHIEVED WHILE MINIMIZING THE EFFECT ON HISTORICAL ATMOSPHERE.

4.6 LANGUAGE SERVICES

Objectives:

To provide French language services to meet the requirements of the Official Languages Act.

To provide a range of services in additional languages where a demand exists.

Levels of Service:

At least one bilingual staff will be available during public operating hours. **[PP]**

All CPS non personal services will be provided in both official languages. **[P]**

Translations for all key Site thematic nonpersonal media will available in those languages where demand warrants. **[PP]**

Issues:

No translations for existing slide show.

Co-op Store has difficulty recruiting bilingual staff; labeling; bilingual stock.

ACTION

Task	Responsibility	Milestone
Provide Transcripts for New AV:	**CVA**	
New AV programmes will have translations developed. To reduce costs, these will be laminated and loaned to visitors.		
Continue to Encourage Co-op Association to Achieve Bilingual Standards:	**SUPT.**	
Site will help with translation services.		
Establish Additional Bilingual Staff Position:	**SUPT.**	
In order to ensure adequate coverage for bilingual services.		

4.7 FEEDBACK, SOCIO-ECONOMIC AND MONITORING
(page 22 in the Media Package)

Objectives:

To provide all site visitors the opportunity for feedback and to provide meaningful input into site programmes.

To monitor and evaluate the effectiveness of all services and facilities in achieving objectives.

To maintain an effective data base on priority market segments and potential markets.

Level of Service:

Comment form that includes the following: **[NP]**

- the visitor's point of origin
- what the visitor liked & disliked
- their suggestions for improvements
- their overall impressions
- was this their first visit or ?
- how did they learn about Fort Langley
- would they visit again

Issues:

No comment form.
Need to confirm profile information.
No programme in place to gather data on a regular basis.

ACTION

Task	Responsibility	Milestone
Develop & Implement Survey:	WRO/SE/Site	92/93
- to include updating of key market profiles and assessment of visitor satisfaction with programme offer. (To be in time for 93/94 Mgt Plan Review)		
- obtain input from Gulf of Georgia surveys planned for the near future, for similar kinds of market data.		
- review other needs with WRO/SEC for Management Plan Review needs.		

Assess National Marketing Survey: WRO/Marketing/SE 91/92

Develop Data Partnership: WRO/Marketing/SE

Develop partnership with Tourism BC & Tourism Canada to develop potential market info.

Develop Comment Form: CVA/SE

To provide visitor opportunity to comment; an opportunity to monitor the "pulse" of the service offer on an ongoing basis; link to 92/93 survey.

4.8 PARTNERSHIPS & REGIONAL INTEGRATION
(pages 126 in the Media Package)

Objective:

To cooperate with the various federal, provincial and municipal agencies as well as tourism and business organizations, and non profit groups, in programmes which promote a better understanding of and contribute to the Site's mandate, themes and regional tourism.

To develop programmes which contribute to the integration of Fort Langley National Historic Site into the tourism industry.

To contribute to the positive growth of the Co-op Association and to help them achieve self sufficiency.

Strategy:

Develop and maintain a network of contacts to foster good relations and pursue joint ventures including the local Native community.

Outside organizations will be encouraged to cooperate with the Site in the staging of special events. (see personal services)

Training will be provided to regional information centres to encourage increased visitation and to strengthen ties. (see pretrip)

Maintain memberships and participate in regional tourism associations and Chamber of Commerces.

Information on Site programmes and operations will be given to local businesses to create local interest and to encourage visitors to come to the Site.

Promote membership in the Co-op Ass'n. (see Departure Services)

Co-op will have input into the design of any service or facility where they have a major role - e.g., a store to be proved in historic zone as part of the new development concept.

Need to define the role of the Co-op association in the area of provision of personal services and also evaluate ability to actually perform the function. This concern stems from the proposals in the media package to do specific personal service programmes. Fundamentally, the site will encourage the Co-op to be involved in the presentation of personal programmes, however at the present time and for the next 3-5 years the Co-op will be focused on self sufficiency. When they reach that point their role in presentation of personal services will be defined.

Issue:

Hours of operation of museum and other services in the village not always consistent or compatible with the Site.

MAJORITY OF ACTION ITEMS TO ACHIEVE THESE STRATEGIES ARE LOCATED THROUGHOUT THE DOCUMENT.

ACTION

Task	Responsibility	Milestone
Chamber of Commerce Links:	**Supt.**	
Continue to encourage local businesses to match park operating hours, through the Chamber of Commerce.		
Encourage and Support Coop Ass'n:	**Supt.**	
- support temporary store until a new facility is built. - aid in Coop business plan development - support efforts to achieve bilingual standards		

4.9 ADMIN/OPS/VRC BUILDING
(pages 30-81 in the Media Package)

Objective:

To build a new facility to house administrative and operations functions and to welcome, orient and present heritage messages to visitors.

The Regional Executive Committee has accepted need for new facilities and a new location.

Strategy:

The Cultural Resource Management Policy allows flexibility in housing the above modern functions within the historic zone, in new but historically evocative buildings, thus helping recreate the overall ambience and sense of place that was old Fort Langley. Site and regional staff will develop user requirements to determine what the building requirements are with respect to recreating the modern facilities in a way appropriate to the atmosphere which the shells of the structures will create, yet meet contemporary functional requirements.

Media concept should be developed in advance of the building design as a primary input to its functional requirements. Media concept will include all public use areas. To be done in house.

Issues:

The idea could be controversial, and will require careful exposition to gain community acceptance from all quarters, however, potentially it will solve several nagging issues that have beset the site for many years. It will "complete" the fort, yet provide contemporary functional space without the need for modern buildings outside the historic zone.

All levels of CPS will need to be informed and involved in all decision making levels.

ACTION:

Task	Responsibility	Milestone
Municipality Agreement:	**SUPT.**	**91/92**
Consult with community leaders and the public at large to ensure understanding and support, and any necessary complementary development to take place on schedule.		
Confirm Loading Estimates, Clarify and Update Functional Areas Space Requirements:	**Planning Team**	**91/92**

5.0 PRIORITIES FOR CHANGE

All action items have been grouped based upon their degree of impact, cost and ease of implementation. Four broad groups have been identified;

A: high impact/low cost B: high impact/high cost
C: low impact/low cost D: low impact/high cost

Group A & B are the most important for the Site to pursue. Because the A's require few new resources, the Site will begin implementing these immediately. Because Group B represents large capital projects, they have been individually ranked and appear below in order of importance. See Appendix 2 for details on ranking.

Definitions:

High Impact: any action item that would have a significant effect on large numbers of visitors or a priority Market Segment or a significant positive influence on Site operations.

Low Impact: any action item that would have an effect on limited numbers of visitors or has marginal or negative influence on operational efficiencies.

High Cost: any action item requiring more than 10.0 dollars or additional person-years to implement. These are typically capital projects.

Low Cost: any action item that does not require additional person years and costs less than 10.0 dollars to implement. These are typically operational projects.

A: HIGH IMPACT/LOW COST

Action	Responsibility	Plan Section
Redesign Awareness Brochure:	Supt.	2.4
Coordinate the Development of FAM Tours:	CVA	4.1.1
Implement Professional Development Day and Teacher Newsletter:	EC	4.1.1
Develop Relaxation/Getaway Market Segment Membership Package:	VEC	4.1.1
Maximize Use of Free Media:	CVA	4.1.1
Establish Mailing List & Advertisements:	CVA	4.1.1
Purchase DOTs Terminals:	CFA	4.1.2
Develop Pretrip Packages and DOTs Library:	CVA/EA	4.1.2
Develop & Implement Sign Plan:	GWM/CVA/WRO	4.1.3
Improve Arrival Signage & Orientation:	CVA/GWM	4.1.4
Establish Special Events/ Volunteer Coordinator:	Supt.	4.1.5.1
Establish Educational Coordinator:	Supt.	4.1.5.1
Develop Staff & Volunteer Training Program:	CVA/VEC	4.1.5.1
Implement Role Playing Vignettes:	CVA	4.1.5.1
Redistribute PY's to New Personal Services Activities:	Supt/CVA	4.1.5.1
Develop Offseason Guided Tour Schedule:	CVA	4.1.5.1
Environmental Message Training for Staff:	CVA	4.1.5.1
Produce Orientation Brochure:	CVA	4.1.5.2
Close Site for Maintenance & Staff Programme Development:	Supt./WRO	4.3
Environmental Products:	HRC	4.3
Assess National Marketing Survey:	WRO/MARKET/SE	4.7
Develop Data Partnership:	WRO/MARKET/SE	4.7
Encourage and Support Co-op Ass'n:	SITE/WRO	4.8
New Development Concept		
Municipality Agreement: (previously, under VRC, etc.)	Supt./WRO	4.9
Confirm Loading Estimates, Clarify & Update VRC Functional Area Space Requirements:	Team	

B: High Impact/High Cost

YEAR ONE:

Build and Furnish Cooperage:	A&E/HRC WRO	4.1.5.2
Historical/Archaeological Research:	CVA/Supt/WRO	2.4
Develop AV:	CVA/WRO	4.1.5.2
User Requirements; Fort Interior Buildings	Site/WRO	

YEAR TWO:

Convert and Furnish Servants' Bldg.:	HRC/A&E WRO	4.1.5.2
Develop and Implement Surveys: (to be funded by WRO)	Site/SE	4.7
Develop Model:	CVA/WRO	4.1.5.2
Develop Long Term Costuming Strategy:	HRC/WRO	4.3
Develop Street Theatre: (low cost if partnership found)	CVA	4.1.5.1
Management Plan Review TOR:	Supt/WRO	

C: Low Impact/Low Cost

Encourage the Development of a Regional 800 Number:	Supt.	4.1.2
Revise Interpreter PAS:	CVA	4.1.5.1
Construct Privies:	GW	4.1.5.2
Develop Kiosk Displays:	SEC/WRO	4.1.6
Develop Donation Box:	CVA	4.1.6
Develop Area Map:	CVA/WRO	4.1.6
Develop Involvement Application Form:	SEC	4.1.6
Improve First Aid Coverage:	Safety Cmt.	4.3
Purchase & Install Portable Change Tables:	GWM	4.3
Acquire Props:	CVA/HRC	4.4
Lighting Adjustments in Big House:	GWM/CVA	4.4
Provide Transcripts for New AV:	CVA	4.6
Continue to Encourage Co-op to Achieve Bilingual Standards:	Supt.	4.6
Develop Comment Form:	CVA	4.7
Chamber of Commerce Links:	Supt.	4.8

D: Low Impact/High Cost

Develop Traveling Exhibit	CVA/WRO	4.1.1

5.1 MYOP CHANGES

Project

1. Cooperage : Design/Build
Design-build in 1992/3; move in 1993/4; 100.00 for construction expected from Legacy Foundation.

2. Servant's Quarters : Design/Build
Finalize furnishings plan in 1992/3; purchase furnishing in 1993/4; undertake structural work in 1993/4; move in same fiscal year.

3. User Requirements, Fort Interior Buildings:
User requirements finalize in 1992/93; develop concepts and Class C cost-estimates in same year; design start according to identified priorities in 1993/94; construction to begin in 1994/95 in accordance with management plan review exercise completed in year previous. Functions are: administration; costume storage and routine cleaning; commercial quality cooking facilities (for summer programming & special events preparation); visitor washrooms; school programme covered special purpose space; didactic interpretation; visitor reception/theatre; Friends store; Interpretation of Saleshop; meeting room; staff lockers/changes room(s).

4. FL Management Plan Review:
Develop Terms of Reference and select management plan review team in 1992/93; carry out and complete review of management plan in 1993/94; print and distribute updated document in 1994/5.

5. DOTS/EDP Upgrade - Fort Langley/St. Roch:
Draft PIP for approval in principle this fiscal year, to expend available dollars this year for priorities, and complete with new funding in 1992/3.

6. AV/Video Productions:
Park to develop with input from G. Lawrence in WRO; aim is to producer the short version for videodisc ASAP: with longer versions (if needed) in future years. PIP to include laser disc hardware and large screen TV monitor.

7. Short & Long Term Costuming Strategy:
This to develop priority list of immediate costume requirements to be actioned by HRC in region; longer term needs to be identified. CVA to develop "standards" regarding degree of authenticity required, also in conformity to CRM Policy.

8. Popular History:
PIP draft completed; 3 person months required for Jamie Morton; Friends to assist funding for publication costs; to sell in Friends store.

9. Historical Research/Ethno History:
PIP draft completed; issues concerning staff time allotment and priority for ethno historical input to Native culture interpretation at the fort.

10. Native Culture Interpretation:
Interpretation programme concerning Native culture and its relationship to Fort Langley to be developed by FL staff during 1992/93 (or earlier, if possible), based on ethno history research provided by FL historian, Frieda Klippenstein or via contract she will supervise.

11. Archaeological Survey/Salvage:
Surveys/salvage to begin in the 1992/93 at site of historic building locations inside the fort, to assess condition and nature of remains, prior to determining next steps in site development. Anticipated to be a 2-3 year project.

12. Waterfront/Bridge Development:
Defer to Management Plan Review, end of 1993/4.

13. Site Planning/Landscaping:
To be developed in concept in 1993/4 following user requirement definition for fort interior. The planning will entail grounds/access/parking/signage outside of the fort following removal of current contemporary structures now being used for admin, visitor reception, Interp. theatre, fee collection.

14. Develop Agricultural Fields:
Defer to Management Plan Review, end of 1993/4.

15. Fort Model:
Determine historical research requirements and have initial work completed in 1992/3; get model made in 1993/4.

16. Volunteer Direction-Change Study:
Develop programme to change current FL volunteer programme, to include training costs, travel, development of new FL volunteer manual, programme to recruit volunteers, and carrying out recruitment; and attendant publicity. To being in 1992/3, at 20.0 per year, for 2-3 years.

17. O&M Projects (also duplicate in capital):
Market analysis PIP to be done in concert with Fort Rodd Hill; Street Theatre experiment, for a contractually-operated programme using drama students for the high visitor season. Pilot project for future cooperative arrangements.

6.0 RECOMMENDATIONS

Organizational Review:

The need to establish two new indeterminate positions in Visitor Activities is a key ingredient to successful implementation of the service plan. To achieve this change, realignment of the organizational structure is required. This is to be addressed as part of the region-wide ORTF work now underway.

Management Plan Review:

The following need to be addressed during Management Plan review:

- confirm or revise the vision statement and market segment priorities. Elaborate on Market experience definitions.

- given the wet climate, the appropriateness of a covered picnic area should be determined. This structure could also serve as a lunch area for educational groups.

- regional planning initiatives such as the relationship of Site Waterfront property to proposed linear park linking FLNHS with Derby Reach park.

- implementation schedule & priorities need updating based upon service planning input, marketing data and regional strategic plan.

- Native themes for Fort Langley are not addressed.

7.0 APPENDICES

7.1 CAPITAL PROJECT PRIORITIES & TIME ACTION SCHEDULES

Project Priorities

Actions	Strategic Plan: >Prot Science (6)	>Cult Profile (3)	Service Excell (3)	Staff Excell (3)	Support >Partnr (3)	Stream Line (1)	Man Plan (4)	Exper/ Vision (4)	Service Prior (3)	# VAGs Served (1)	Total
servants building	1	3	3	2	2	0	3	3	3	3	72
Cooperage	1	3	3	2	2	0	3	3	3	3	72
Trade Store	1	3	3	2	1	0	3	3	3	3	69
kitchen	1	3	3	2	1	0	2	3	3	3	65
Admin/Ops/VRC Bldg	0	2	3	3	2	0	3	2	3	3	62
VRC Exhibits	2	2	2	1	0	0	3	2	3	3	59
Agricultural Zone	2	2	1	1	1	0	3	2	3	2	58
Research	2	3	2	2	1	0	3	1	1	3	58
costuming strategy	1	3	1	3	1	0	2	2	3	3	58
Street Theatre	1	3	2	1	3	0	1	3	2	2	57
New AV	2	2	2	1	0	0	2	3	2	3	56
Waterfront	2	2	1	1	1	0	3	2	2	2	55
surveys	0	1	3	1	1	2	3	2	1	3	46
Model	0	1	2	1	0	0	1	2	3	3	36

PROJECT: Cooperage **PRIORITY: YEAR ONE**

DESCRIPTION/SCOPE:

Build a structure to house the Cooperage function; furnish it as a working cooperage.

CONSTRAINTS/CONSIDERATIONS:

CRM Policy discourages period reconstruction for interpretation purposes.
Funding for construction schedule for 1992/93; Draft Furnishing plan is complete.
Legacy Foundation to help fund construction.($100.)
Build off site to minimize impact of modern construction on visitor experience. Get it up as quickly as possible. Preferred onsite construction is after peak summer season.
Develop simple model to assist in getting donations.
To be designed with accessibility in mind.
Need phone & built in, hidden vacuum.
Furnishings for servant's quarters to be done first.

TASKS	YE 1	E 2	R 3	RESPONSIBILITY
Design (underway)	26.8			A&E
Update furnishing plan; to include personal service programming requirements	15.0			WRO HRC CVA
Construction CPS Legacy contribution; $100.		133.5 (.1)		A&E GWM
Relocate existing furnishings	2.0			HRC
Acquisition of new furnishings Documentation & installation		20.0		WRO HRC
Promotional activities; special event/opening ceremony		4.0		Supt & CVA
Class	C	C	C	

PROJECT: A/V Elements **PRIORITY: YEAR ONE**

DESCRIPTION/SCOPE: 3 Programmes

CONSTRAINTS/CONSIDERATIONS:

a) Projected expense for 3 separate programmes; 5, 10 & 20 minute: 160. - 180. ('D')
b) For 5 and 20 minute being a compiled version of the 20 minute programme: 120. - 140.

All tasks to occur in one year.

TASKS	Year 1	Number of weeks	RESPONSIBILITY
Terms of Reference	x	4 - 8	FLNHS (WRO)
Request for Proposal	x	4 - 6	WRO A/V
Tender Award Process	x	4	FLNHS A/V
Programme Production	x	12 - 24	Contractor
Associated Tech. Development	x	4	WRO A/V
Tech. Reference Document	x	1 day	
Total $	161.		
Class	D		

PROJECT: Arrival Signage **PRIORITY: YEAR ONE**

DESCRIPTION/SCOPE:

Entrance, Identification, Welcoming, Directional, Orientation, Fees, Hours, WC, Exhibit, Historic Zone, Personal Services.

CONSTRAINTS/CONSIDERATIONS:

Simple, Clean, Attractive, Logical; must withstand high rain, humidity and present a cohesive positive image.

TASKS		NUMBER OF WEEKS	RESPONSIBILITY
Media Package	x	3 (.1 py : 5.0)	Interp Design Site A&E Team
Effective Approval	x		
Final Design Signs	x	3 (.2 py : 15.0)	
Fabricate Signs	x	3 (.2 py : 15.0)	
Fabricate Structures	x	8 (.1 py : 30.0)	
Install	x	1 (3.0)	
Totals		95.0 .7 py	

PROJECT: VRC **PRIORITY: YEAR ONE**

DESCRIPTION/SCOPE:

Part of Project: User Requirements; Fort Interior Buildings
Design and construction of building; related sitework.

CONSTRAINTS/CONSIDERATIONS:

This is a new proposal, to build within the historic zone and to have these newly constructed buildings house the functions of Administration, Visitor Reception Centre, washrooms and staff area. It requires careful consideration and planning in order to make it a successful venture.
Needs to be integrated with exhibit design/development.
Coop should have input into design of their space.
Office staff should have input into design of office space.
INTEGRATE PROJECTS FOR EXHIBITS WITH BUILDING INTO ONE PIP WITH THREE SUB PROJECTS; BUILDING/ EXHIBITS/ ARTIFACTS
General Works requirements need to be integrated into design.

TASKS	1	Y 2	E 3	A 4	R 5	F	RESPO
Planning Team TOR	4.0						WRO Plan
Agreement with Municipality	x						A&E Supt
Consultant TOR	x						A&E Team
Preliminary design & public consultation		30.0 (.1)					A&E Team
Final design			60.0 (.2)				A&E WRO Intrp Supt
Effective approval		x					Supt
Construction				700.0 (.2)	800.0 (.2)		A&E
Evaluation						10.0	Supt WRO
Class	B	C	D	D		D	

PROJECT: Ethno History / Native Interpretation Research **PRIORITY: YEAR ONE**

DESCRIPTION/SCOPE:

Site-specific research on the Native people of Fort Langley, mid 19th century, with specific attention on their role in the fur trade and on the Native salmon fishery.
This information is relevant to several other high priority projects such as the servant's quarters furnishings, the AV programmes, costume design and other projects further down the line.

CONSTRAINTS/CONSIDERATIONS:

Although this project has been identified as high priority, a major constraint is that the history section does not have the resources to quickly respond to these research needs.
This project rerquires two years of an historian's time spread over a 5 year period.
The project requires very careful groundwork, as it needs to be done in conjuction with local Native communities.
Some specific research on fishing technology/traditional fishing on the Fraser will be contracted out, and will be pulled into the larger study of the Native role at Fort Langley.

TASKS	92-3 1	Y 2	E 3	A 4	R 5
Interim support for present Native Interpretation at site	x	x	x	x	
Consultation/communication with site and Native communities	x	x	x	x	x
Project design		x	x		
Search for sources to build comprehensive working bibliography	x	x	x		
Research			x	x	x
Tender supporting research contract				x	

PROJECT: Costuming & Interpretation Demonstration Strategy **PRIORITY: YEAR ONE & TWO**

DESCRIPTION/SCOPE:

Year One: immediate site needs
Year Two: implement long term costuming and interp demonstration strategy, focussing on bringing up to par the present collection and then maintaining that collection.
Design, acquisition and long term replacement of costumes and interp demonstration items. (ie frypans, candlemolds, tools.)

CONSTRAINTS/CONSIDERATIONS:

Personal service offer needs to be detailed in order to define specific costume requirements.

TASKS	1	Y 2	E 3	A 4	R 5	RESPO
Research	15.					WRO HRC/ RA CVA
Develop costume plan; define personal service programming requirements.		x				WRO HRC CVA
Design		x	x			WRO HRC
Acquisition			x	x	x	WRO HRC
Replacement; -ongoing						HRC CVA
Class	D	D	D	D	D	

PROJECT: Historic Research **PRIORITY: YEAR TWO**

CONSTRAINTS/CONSIDERATIONS:

Phasing will depend on priorities Fort Langley team identifies.
***These combined tasks to be done 1 month per 5 year phase.**

TASKS	Y 1	E 2	A 3	R 4	5	TOTALS
Ethno History; (see specific T/A)	3m	3m	4m	5m	5m	2 yrs (over 5 yrs)
Popular History Publication; to be sold in Co-op store.	3m					3 mth
Social History; Seasonal calendar:focus on specific people at specific time of year in 1858: appropriate women's activites.			2m	2m	2m	6 mth
*Servant's Quarters; Repackaging present material for Interpretation.						1 mth
*Cooperage; Repackaging present material for Interpretation: work together with HRC on furnishing plan.						1 mth
*AV Programmes; Advise on: photo research: input on storyline.						3 mth
*Model; Distilling info from present report.						2-6 mth
*Tradestore; Participation on furnishing plan team and storyline: provide historical context.						6 mth
*Street Theatre/Role Playing; Advising on costumes and characters.						3 mth

PROJECT: VRC Exhibits PRIORITY: YEAR TWO

DESCRIPTION/SCOPE:

Development of Interpretation Exhibits and Reception Media. (Theatre AV separate project and area)

CONSTRAINTS/CONSIDERATIONS:

Present plan is to have VRC incorporated into an "historically like" building within the historic zone.
Ties with building design and artifact protection; site views; and the overall feeling desired.

TASKS	1	Y 2	E 3	A 4	R 5	RESPO
Project brief (liase with WRO Interp & HRC)	x					CVA
Approaches session	1.0					WRO Intrp HRC A&E
Info collection	x					CVA WRO HRC
Media package (needs to be integrated with bldg design)	12.0 (.2)					WRO Interp CVA HRC A&E
Preliminary design		15.0 (.25)				WRO Interp
Final design (must link to bldg design)			15.0 (.25)			
Artifact acquisition, conservation						WRO
Effective Approval			X			
Production artwork				15.0 (.25) 80.		WRO Interp
Fabrication Installation				75.	425.	WRO Interp
Class	B	C	C	D	D	

PROJECT: Fort Langley Model **PRIORITY: YEAR TWO**

DESCRIPTION/SCOPE:

TASKS	1	Number of Weeks	RESPONSIBILITY
Terms of reference	x	4 (5.0 : .1 py)	FLNHS
R.F.P.	x	4	WRO Design
Contractor Selection	x	8	FLNHS/WRO
Maquette	x	4 (30.0)	Contractor
Final Model	x	12	Contractor
Total Project cost	35.0		

PROJECT: Trade Store **PRIORITY: YEAR TWO**

DESCRIPTION/SCOPE:

Part of the Project: **User Requirements; Fort Interior Buildings**
Construction and furnishing a building to represent trade and depot function.

CONSTRAINTS/CONSIDERATIONS:

Furnishing & building development to be in one PIP.
Costuming strategy must reflect phasing of new buildings.

TASKS	1	Y 2	E 3	A 4	R 5	RESPO
Research	x					WRO HA
Investigate partnership possibilities (underway)						Supt
Design Contract Committment		75.0 (.03)	49.0 (.07)			A&E
Furnishing plan (to incorporate personal services programming requirements)		28.5				WRO HRC CVA
Construction				336.0 (.1)		A&E GWM
Acquisition of furnishings & installation						WRO HRC
Develop new personal services programmes		x				CVA
Opening ceremonies				4.0		Supt CVA
Class		C	D	C		

PROJECT: Fort Langley Street Theatre **PRIORITY: YEAR TWO**

DESCRIPTION/SCOPE:

Develop and implement a 3rd party arrangment to provide Street Theatre Personal Services.

CONSTRAINTS/CONSIDERATIONS:

Seek to have school/university or drama club develop and manage the programme.

Identify research requirements & support materials to be identified in 3rd party proposal.

Skilled or developing actors only.

Try to have someone like Morgan Gadd or Steve Gin (know the acting world as well as CPS) to help develop the concept and terms of reference.

TASKS	1	Y 2	E 3	A 4	R 5	F	RESPO
Investigate how street theatre operates at other Historic Sites	X						CVA
Develop product description	X						CVA
Seek interested 3rd party	X						CVA
Prepare terms of reference	X						CVA & Supt
Call for proposals	X						CVA
Draft agreement	X						CVA/ CFA
Seek necessary funding	X						Supt
Implement & evaluate		X					CVA
Adjustments & monitor			X	X	X		CVA

PROJECT: Servant's Quarters PRIORITY: YEAR TWO

DESCRIPTION/SCOPE:

Modify existing building to represent various servant housing. Furnish building accordingly.

CONSTRAINTS/CONSIDERATIONS:

Can't be pursued until Cooperage is built.
Draft furnishing plan completed.

TASKS	YE 1	A 2	R 3	RESPONSIBILITY
Research, adminstration of design & construction	15. (.1)			A&E WRO HRC
Update furnishing plan; to address personal services program requirements	15.0			WRO HRC CVA
Construction; in-house		100. (.1)		A&E GWM
Develop new personal service programme	x			CVA
Acquisition & installation of furnishings Remove surplus furnishings Documentation & installation	1.5	50.0		WRO HRC
Promotion & opening ceremony			4.0	Supt CVA
Class	B	C/D	C	

PROJECT: Fort Langley Waterfront Zone & Outside Displays

PRIORITY: Management Plan Review

DESCRIPTION/SCOPE:

Construction of pedestrian bridge, develop of trail and exhibits for waterfront area & other outside displays.

CONSTRAINTS/CONSIDERATIONS:

Need to assess Media Pkg, Interp concept, bridge feasibility proposals.
Needs to be accessible.
Needs to be done in conjunction with municipality and local native groups.
Bridge & Interp development need to be integrated into one development package.
Land surveys are done.
Needs to be designed context of the Admin/Ops/VRC building.
Needs General Works input.

TASKS	Y 1	Y 2	Y 3	Y 4	Y 5	Dollars & PY's	Responsib
Project Brief	x						WRO Design A&E
Interp media & site development concept	x					(15. : .2 py)	WRO Design
Preliminary design		x				(35. : .25 py) (30. : .3 py)	A&E WRO Design
Final Design			x			(40. : .35 py)	A&E
Production Art		x				(100. : .2 py)	WRO Design
Fabrication Construction				x	x	(270. : .1 py) (700. :)	A&E
Exhibit Fab.			x			(200. : .2 py)	WRO Design
Installation			x			(20.0 : .1 py)	WRO Design
Totals						(365. : 1 py) (427. : .7 py)	WRO Design A&E

7.2 MARKET AND SERVICE PRIORITIES RANKING

MARKET PRIORITIES

MARKETS	Vision Impact	Strat Plan	Resour Impact	Size Now	Growth Potent	Reacha bility	TOTALS
	3	3	1	3	3	2	
Education	3	3	1	3	3	3	58
Discovery	3	3	3	3	3	1	58
Relaxation	3	2	2	3	2	2	47
Package	3	1	3	1	2	3	37

7.3 GLOSSARY

INTERPRETATION METHODS:

COSTUMED DEMONSTRATIONS:

This is an activity that explains a process from A to Z, it has a definite beginning, middle and an end. Historically appropriate methods and materials will be used for these demos. Product produced will be historically correct and for site programmes.

COSTUMED ACTIVITIES:

Ongoing backdrop activities without specific interpretation that are historically accurate. Products produced will be used by the site.

SPECIAL EVENTS:

These are historically or contemporarily related events. It is a number of activities and demonstrations linked together over 4 or 5 hour period of time [it is a presentation in itself] and is designed to attract and accommodate large numbers of people.
Some examples of special events are; Christmas Carol Sing, Official building openings, La Fete, July 1, Parks Day, Environment Week, Dinner in the Big House.

REENACTMENTS:

These are special events that are based on actual historical occurrences.

VISITOR PARTICIPATION PROGRAMMES:

Authentic activities reflecting the period and site represented utilizing accurate methodology and support materials.
Examples include coopering, pit sawing, gardening and so on.

ROLE PLAYING VIGNETTES:

These are short presentations, to a maximum 1/2 hour, based on historically accurate information that must have specific messages related to themes and location.

STREET THEATRE:

A sequence of staged, historic costumed acts throughout a given day which is theme and message based and uses props appropriate to the Site and period. It is a balance of entertainment and accuracy.